



# LEADERSHIP EXCELLENCE

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# TOOLKIT

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DISCOVER YOUR  
LEADERSHIP STYLE

# HOW TO USE THE TOOLKIT

## 1. Cultivate Key Habits

This toolkit is designed to help you ***cultivate key habits*** to become the leader who inspires, influences, and leaves a permanent impact.

## 2. Learn from Golden Stars

***Each Golden Star*** has a ***unique Toolkit***.

This is not a stand-alone resource. Use it in ***conjunction*** with the 10 Golden Stars to Leadership Excellence ***Book*** and/or ***Masterclass***.

Maximize this learning opportunity by ***answering*** the questions in the space provided, with ***honesty and self-reflection***.

## 3. Return to the Toolkit

Use the toolkit as a method to ***monitor your leadership growth***.

Regularly return to this toolkit to ***refresh your knowledge*** and compare past to present.



# UNDERSTANDING LEADERSHIP STYLES

**Reflect on the different leadership styles discussed in this Golden Star.**



*Which style do you identify with most closely? Provide specific examples of how you have demonstrated the characteristics of this style in your leadership.*

*Do you find certain leadership styles challenging or difficult to relate to?*

*Why do you think this is? Could understanding these styles better improve your leadership capabilities?*

# UNPACKING SITUATIONAL LEADERSHIP

**Consider the four approaches to situational leadership and how they suit different maturity levels of team members.**

**1**

Telling,  
Directing

**2**

Selling,  
Coaching

**3**

Participating,  
Facilitating

**4**

Delegating,  
Empowering

*Have you used each of these when leading your team? If you haven't used a particular approach, why not?*

*In what future situations might these approaches be useful?*

*How comfortable are you with adapting your leadership approach to different situations? Can you think of a situation where you effectively adjusted your approach? What about a situation where you could have been more adaptable?*

# RATE YOUR LEADERSHIP APPROACH

Read each of the four statements.

**A:**

I provide clear, precise instructions and closely supervise the tasks assigned.

**C:**

I promote collaboration and often delegate decision-making.

**B:**

I encourage open dialogue and explain my decisions to my team.

**D:**

I trust my team to work autonomously and give them the freedom to execute tasks in their own way.

Rate yourself from 1–4, according to how well each statement applies to you.

*1 is not applicable and 4 is very applicable.*

*Please note: You should not use the same rating more than once.*

**If your scores are highest in:**

**Statement A:** You lean towards the Telling, Directing or Guiding approach. As an autocratic or bureaucratic leader, you are comfortable with transactional and pacesetting leadership.

**Statement B:** You favour coaching leadership, with its Selling, Coaching, or Explaining approach.

**Statement C:** Your democratic style makes you a visionary and transformational leader. You align with the Participating, Facilitating, or Collaborating approach.

**Statement D:** Your laissez-faire leadership style resonates with the Delegating, Empowering, or Monitoring approach.

# ASSESS YOUR LEADERSHIP STYLE

## Personality Assessments:

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### Psychological Assessment

1. *DISC*
2. *Myers-Briggs Type Indicator*
3. *The Predictive Index Behavioral*



### Emotional Assessment

1. *Emotional Intelligence Appraisal (Me Edition)*
2. *Mayer-Salovey-Caruso Emotional Intelligence Test (MSCEIT)*
3. *Bar-On Emotional Quotient Inventory (EQ-i)*



### Behavioural Assessment

1. *Hogan Personality Inventory (HPI)*
2. *16 Personality Factor Questionnaire (16PF)*
3. *The Minnesota Multiphasic Personality Inventory (MMPI).*



### Social Assessment

1. *Social Styles Model*
2. *FIRO-B (Fundamental Interpersonal Relations Orientation-Behavior)*
3. *Thomas-Kilmann Conflict Mode Instrument (TKI)*



### Ethical Assessment

1. *Defining Issues Test (DIT)*
2. *Ethical Lens Inventory*
3. *Moral Foundations Questionnaire (MFQ)*



Interpret the results of these assessments in conjunction with other leadership development strategies.

# DETERMINE YOUR LEADERSHIP STYLE

Personality assessments are tools that contribute to a larger understanding of you as a person.



*If you conducted the self-rating exercise or took a professionally developed assessment, were you surprised by the results?*

*Why, or why not?*

*Reflect on feedback you have received from your team or colleagues. Does it align with your self-assessment of your leadership style?*

# DEVELOP YOUR LEADERSHIP STYLE

Answer the questions below to gain insights into how you can refine and develop your leadership style.



*Identify one or two strengths of your predominant leadership style.*

*How can you further leverage these strengths?*

*Identify one or two areas where you could enhance your leadership style. What specific actions can you take to work on these areas?*



**S**

SPECIFIC

**M**

MEASURABLE

**A**

ATTAINABLE

**R**

RELEVANT

**T**

TIME-BOUND

## GOALS

**Set 2–3 SMART goals** to refine your leadership style.

For example, if as a coaching leader, you identified a need to be more proactive, your SMART goal might be:

*“In the next six weeks, I will identify three areas (or issues) where my team or individual team members need additional coaching, and set up coaching sessions.”*